



COMPETE

Quarterly Report

July - September 2001

Prepared by Anton
Balasuriya



Table of Contents

ACRONYMS

I. SUMMARY OF ACTIVITIES.....	3
A. SUMMARY OF COMPLETED TASKS FOR THIRD QUARTER.....	3
B. SUMMARY OF PLANNED TASKS FOR FOURTH QUARTER.....	4
II. COMPLETED AND ON-GOING TASKS IN THIRD QUARTER (JULY TO SEPTEMBER 2001).....	5
A. COFFEE.....	5
B. COTTON	6
C. FISHERIES	7
D. CROSS CUTTING ACTIVITIES	8
III. SECTOR REPORTS.....	9
A. COFFEE SECTOR REPORT.....	9
<i>A.1. Planned Activities.....</i>	<i>9</i>
<i>A.2. Completed Activities.....</i>	<i>9</i>
B. COTTON SECTOR REPORT.....	13
<i>B.1. Planned Activities.....</i>	<i>13</i>
<i>B.2. Completed Activities.....</i>	<i>14</i>
C. FISHERIES SECTOR REPORT.....	17
<i>C.1. Planned Activities.....</i>	<i>17</i>
<i>C.2. Completed Activities.....</i>	<i>17</i>
D. COMMUNICATION AND PUBLIC RELATIONS SECTOR REPORT	21
<i>D.1. Planned Activities.....</i>	<i>21</i>
<i>D.2. Completed Activities.....</i>	<i>21</i>
E. INFORMATION AND COMMUNICATIONS TECHNOLOGY (ICT) SECTOR REPORT	24
<i>E.1. Planned Activities.....</i>	<i>24</i>
<i>E.2. Completed Activities.....</i>	<i>24</i>
IV. APPENDIX: ROLLING WORK PLANS	27

ACRONYMS

AGOA	African Growth and Opportunities Act
CAWG	Coffee/Cotton Advisory Working Group
CDO	Cotton Development Organisation
COC	Conference Organizing Committee
COMPETE	Competitive Private Enterprise and Trade Expansion
EAFCA	East Africa Fine Coffee Association
EU	European Union
GOU	Government of Uganda
ICT	Information and Communication Technology
IDEA	Investment in Developing Export Agriculture
ITC	International Trade Centre
NARO	National Agricultural Research Organisation
PSF	Private Sector Foundation
Q3	Third Quarter (July/August/September)
Q4	Fourth Quarter (October/November/December)
SME	Small and Medium Sized Enterprise
SPEED	Support for Private Enterprise Expansion and Development
SPIEC S	strategy for Public Information on Export Competitiveness
STTA	Short-term Technical Assistance
TOR	Terms of Reference
UBJF	Uganda Business Journalist Forum
UCDA	Uganda Coffee Development Agency
UCFA	Uganda Coffee Farmers Association

UCTF	Uganda Coffee Trade Federation
UEPB	Uganda Export Promotion Board
UIA	Uganda Investment Authority
USAID	United States Agency for International Development
WMIS	Wireless Market Information System

QUARTERLY ACTIVITY REPORT

Third Quarter

July – September 2001

I. SUMMARY OF ACTIVITIES

A. SUMMARY OF COMPLETED TASKS FOR THIRD QUARTER

During the third quarter (Q3) of 2001, CARANA continued implementation of Phase II activities as outlined below:

COFFEE:

- Institutional Strengthening
- Regulatory Reform
- Productivity Enhancement
- Market Development

COTTON:

- Production level initiatives
- Ginning level initiatives
- Quality and mill efficiency
- Support to African Growth & Opportunities Act (AGOA)

FISHERIES:

- Value Added Products
- Fish Cage Culture
- Competitiveness issues

B. SUMMARY OF PLANNED TASKS FOR FOURTH QUARTER

- Continue implementation of action plans in Coffee, Cotton and Fisheries components
- Information, communication Technology – ICT:
 - Launch pilot on wireless market information system
 - Develop pilot for bar coding
- Communication & Public Relations – SPIEC:
 - Stimulate a national debate on competitiveness thorough media, workshops, communicator training, radio programs and television programs

II. COMPLETED AND ON-GOING TASKS IN THIRD QUARTER (JULY TO SEPTEMBER 2001)

A. COFFEE

- **Institutional strengthening:**

COMPETE has commenced the evaluation of the Coffee Development Authority.

COMPETE was also instrumental in linking the Coffee Farmers Association with the Private Sector Foundation which is supported by the World Bank.

- **Regulatory reform:**

The issue of weak regulations contributing to laxity and hesitancy on the part of Uganda Coffee Development Authority (UCDA) to maintain quality was identified as an issue. A Task Force of professionals was appointed to evaluate existing regulations and report on changes, if necessary. The proposals for changes and additions to regulations have been completed and the report to Parliament is being finalized.

- **Productivity Enhancement:**

Three major initiatives were identified as a precursor to increase productivity. The first is the catalytic role played by COMPETE in the promotion of “wet washing” of ripe beans as opposed to direct sun drying of beans. A second major initiative during this quarter was to identify the marketing platforms to launch Uganda coffee, as coffee of origin in the specialty markets. Some such examples of marketing platforms are “shade grown,” “fair price” and “organic”.

Hence COMPETE in partnership with East African Fine Coffee Association (EAFCA) is preparing a plan to obtain appellation status for coffees originating from different regions in Uganda. The third major area of attention is the establishment of demonstration plots to show best practices of coffee growing in order to increase productivity. This was postponed due to the absence of a sponsor.

- **Market Development:**

One of the major events in Q3 was the gaining of support and confirmation both from the public and the private sector stakeholders to establish a voluntary coffee auction. Such an auction will promote market transparency and efficiency, while at the same time reducing transaction costs and guaranteeing quality of auctioned coffee. COMPETE approached the Ministry of Finance, Planning & Economic Development to obtain state-owned warehouse facilities and received an extremely positive response. A pre-feasibility study has been prepared.

B. COTTON

- **Production level initiative:**

A major achievement in the Cotton sector at the production level was the initiative by COMPETE to obtain the cooperation of different actors in the area of establishing 1200 demonstration plots. This is to encourage farmers to increase productivity by efficient farming methods. These demonstrations also offer the opportunity to produce training materials in the form of a documentation film to be used in the future for demonstration purposes. The first results of the demonstration plots are extremely satisfactory, showing a three-fold increase in productivity.

- **Ginning level initiatives:**

Another important area that was addressed by the project is gin effectiveness. Terms of reference were prepared in close collaboration with CDO and SPEED and a consultant has been identified. The audit will be carried out in the fourth quarter (Q4) to identify the efficiency of existing gins.

- **Quality and mill efficiency:**

The other area in increasing the product competitiveness of the sector is the improvement in quality control of cotton as well as increasing the textile mill efficiency. Two consultants have been identified, terms of reference (TORs) have been prepared and the two consultants are expected to commence work in the 4th quarter.

- **African Growth & Opportunities Act (AGOA):**

AGOA provides the Ugandan Cotton sector a prime opportunity to market value added products to the US market. However, delays in executing an agreement between the US and Uganda has blunted so far this opportunity. Another major draw back is the absence of a large 'state of the art' textile sector and the non-existence of an export garment manufacturing capability at present to utilize the opportunities presented by AGOA.

Despite limited resources COMPETE has executed a five-pronged plan to improve Uganda's access to the US market.

The first is COMPETE's intervention in accelerating the approval process under AGOA. The second is the preparation of an inventory of Ugandan textile/garment manufacturers and support services. The third is the survey conducted to identify the competitiveness of Uganda *vis-à-vis* 36 other AGOA qualifying countries in attracting foreign direct investment to the sector. The fourth is a survey that is being presently carried out to identify the information needs of the sector. The fifth is a catalytic activity to review the financial needs of the sector. TOR has been prepared, a candidate has been identified and SPEED has agreed to finance

the consultancy.

C. FISHERIES

• Value Added Products:

The major achievements during Q3 was the identification by a European based marketing expert of the potential for Uganda to enter the value added market segments and defining the platform on which differentiated products should be marketed in Europe and the USA.

• Fish cage culture:

Due to the established market potential for fish products in developed consumer markets of the world and the prospect of depleting resources of the Ugandan fish stocks, COMPETE introduced the concept of breeding fish in captivity. This is to maintain a continuously renewable supply, based on this expanding export product.

Four initiatives were taken during the quarter. The first being to grow fish fingerlings caught in the wild and the second, to carry out breeding trials to hatch fish in captivity. These two initiatives form the basic foundation for the third major initiative, which is fish cage culture introduced in Ugandan waters. These two breeding initiatives also become major components in GOUs National Fisheries Plan: to provide fingerlings for seeding all the Ugandan waters (over 150 water bodies). The fourth initiative was a review of existing laws and regulations to facilitate aquaculture.

• Other Issues of Competitiveness:

The COMPETE team also identified a number of other areas where intervention is necessary to consolidate the competitiveness of the sector. However, due to limited resources in this pilot program, these proposed activities will be presented to other projects such as SPEED as well as to other donors.

Some of the initiatives are:

- The construction of a prototype of a wind power/motor power boat that will have greater carrying capacity of stackable fish boxes, flake ice, fishing gear and will also provide cheaper and speedier transport.
- Another initiative that will be combined with these boats is the prospect of introducing “mother barges” to collect fish harvests in midstream from the individual boats.

These two initiatives are closely aligned with improving the handling of fish and maintaining quality. At present, due to bad handling nearly 30% of the catch gets rejected at the intake point in processing factories.

A third initiative is the need to address the area of finance and credit facilities

available to the sector. This is also within the scope of the SPEED project.

D. CROSS CUTTING ACTIVITIES

Major supporting activities to complement the total COMPETE program were carried out during Q3. These activities fall in the following areas:

- **Establishment of strategic liaison between major stakeholders of competitiveness:**

COMPETE team members liaised with officials of the Presidential Secretariat, the Prime Ministers office, the Ministry of Finance and Planning and Economic Development, the Ministry of Tourism & Trade Industry, Ministry of Agriculture Animal Industry and Fisheries, the World Bank, International Trade Center (ITC), United Nations Industrial Development Organization (UNIDO), Food and Agriculture Organization (FAO), Department for International Development (DFID) UK, EAFCA, Lake Victoria Fisheries Project (LVFP) of European Union, SPEED, ACDI/VOCA, GTN, Trade Policy Project, IDEA, Makerere University, UIA, PSF, UMA, UCDA, UCTF, CDO, FRD. In addition, COMPETE had two strategic meetings each with the Sector Working Groups in Coffee, Cotton and Fish and one each with ICT and SPIEC Working Groups.

- **Launching of an Information and Communication Strategy (SPIEC)**

A major achievement was the launch of a country-wide awareness campaign on competitiveness called the Strategy for Public Information on Export Competitiveness (SPIEC). This began with a presentation to the Special Task Force on competitiveness followed by a presentation to the media through the Uganda Business Journalists Forum (UBJF). The strategy on Information & communication comprises of four key areas:

- A media campaign termed ‘Uganda Competes’,
- Training of 150 media, public relations and local government officials on competitiveness.
- The establishment of a national radio network on export competitiveness.
- The organization of a conference termed ‘The President’s Conference on Poverty Alleviation Through Export Competitiveness’.

- **COMPETE strategy for Information and Communication Technology (ICT):**

In this quarter efforts were made to utilize ICT as a means for supporting competitiveness and quality in Coffee, Cotton and Fisheries Sectors. A major activity during the quarter was a pilot survey in the Fisheries sector to be repeated in the other two sectors as well. This survey is planned to collect baseline data on the socio-economic status of the sector, identify demand for

market information, extent of utilization of Wireless Market Information System (WMIS) and the potential demand for WMIS. The purpose is to tailor ICT to meet the needs of stakeholders, seek opportunities to create low cost access, and leverage existing demand.

III. SECTOR REPORTS

A. COFFEE SECTOR REPORT

A.1. Planned Activities

- Institutional Strengthening:
 - Evaluation of and strengthening of UCDA
 - Strengthen coffee farmers associations
- Regulatory Reform:
 - Identify ineffective regulations in the coffee sector
 - Develop proposed regulatory changes for the sector
- Enhance Productivity:
 - Provide Analysis of value added coffee processing options
 - Identify sound production practices with market benefits
 - Plan and organize coffee demonstration plot net-work
- Market Development:
 - Development of a private-voluntary coffee auction
 - Identify strategies that target high value markets
 - Develop strategy to promote Ugandan coffee in world market
- Coffee Sector Workplan
 - Improved sector focus and priority setting of the workplan

A.2. Completed Activities

Strengthen Institutional Structures: In Q3 of 2001 the project has worked closely with the UCDA to analyze its organizational structure and develop a business operating model for UCDA which focuses on maximizing productivity by rationalizing and empowering its workforce.

A second institutional strengthening activity that the Project has been engaged in is its work with of the Ugandan Coffee Farmers Associations (UCFA). COMPETE worked with UCFA and the Private Sector Foundation (PSF) to link

these two organization and assist UCFA in the development of a proposal to access approximately 80K USD funding for development of coffee farmer associations. These associations are viewed by COMPETE as key SME participants in the Uganda coffee auction and a conduit through which more coffee export revenues can flow directly to the farmer.

Regulatory Reform: In concert with the Coffee Working Group (an advisory body comprised of businesses, associations and government agencies operating in the sector) the Project has completed a review of the sector's regulations and developed a comprehensive list of proposed changes to be introduced to the government for action. At the current time, a final draft of these proposed regulatory changes has been distributed to stakeholders and final comments will be considered before the proposal is sent to Parliament for consideration.

Enhance Productivity: Although COMPETE lacks the mandate and resources to take an active role in developing programs that directly address production issues at the farm level, it has developed a synergistic relationship with other USAID project to achieve its targets in this area.

By developing a financial model for coffee wet-milling businesses, COMPETE has assisted the SPEED project in its effort to analyze and structure a loan package for farmer associations and independent businesses interested in adding value to robusta coffee by delivering a semi-washed product to market.

COMPETE has also examined ways of adding value to coffee in Uganda through the introduction of niche market development. Examples of the niche markets include organic, shade-grown, bird friendly coffee as well as the development of a coffee appellation system for the country. At the current time it is felt that the appellation system provides the best opportunity to add value to Ugandan coffee and that organic, shade-grown and bird friendly will provide value addition opportunities in the longer term.

By leveraging its recourses in concert with the IDEA project's farm demonstration plot activity, COMPETE is in the process of developing a coffee farm demonstration activity that will place emphasis on production of coffee using environmental sound production practices that will include but not be limited to the production of organic, shade grown, bird friendly coffee. COMPETE recognizes that these concepts are new to the Ugandan coffee industry and that this activities is a component of a larger strategy to add-value and promote Ugandan coffee in the international market. By working towards the introduction of shade-grown coffee, the Project is addressing both key environment and market issues as well as supporting the UCDA in its goal to introduce coffee in the northern region were producing of shade grown coffee could reduce crop drought stress.

Market Development: A fundamental part of COMPETE's coffee sector work is the development of a private-voluntary auction for high value coffees produced in

Uganda. The auction will promote market transparency, reduce transaction costs, improve market efficiency, promote Ugandan coffees and increase the accessibility of the export markets to SME's and farmer associations. The first step in the developing the auction is to create a detailed business plan that will provide a road map as to the operational mechanics and financial systems for the auction. Work on the auction is ongoing and will continue through the second quarter of 2002.

Coffee Sector Workplan: In conjunction with UCDA and UCTF, COMPETE has worked continually to improve its sector focus and define priorities in its workplan. Project staff has focused their efforts on institutional strengthening, regulator reform, enhanced productivity and market development. After consultation with the Coffee Working Group, the project reduced or dropped activities in several areas including the implementation of farmer surveys to assess infrastructure needs, social needs, farm input use and availability and the development of a production consulting system. In addition COMPETE and the Coffee Working Group has agreed to drop activities in the areas of milling operations and managing quality standards at the milling level. Rather than expend resources at the firm level, it was determined that it would be more efficient to address quality issues at the regulatory level. The stakeholders also agreed that the project should forgo expending resources to undertake a variety of studies and surveys. Rather than spend funds on studies, it was felt that a hands-on approach designed to change the way the Ugandan coffee sector operates will yield greater results.

Results: In the area of institutional strengthening the project has completed its review of the UCDA organization structure and utilization of its human resources, the next step in this area is to meet with the entire UCDA staff and together with them, develop and implement a restructured operating model for the organization.

The key activity in the area of regulatory reform has been the review of existing regulations that govern the coffee sector and the drafting of recommended changes in the regulations. These would be designed to create a more efficient market environment and improve the quality of coffee exported while reducing questionable business practices that have damaged Uganda's image in the world market.

COMPETE is in the planning and design stage to enhance coffee sector productive by introducing environmentally sound production practices (organic, shade grown, bird friendly coffee demonstration plots) that will ultimately result in the creation of value added coffee products from Uganda while creating a more bio-diverse environment.

The auction business plan was developed in the 3rd quarter of 2001 and a review of this document is scheduled to take place in mid-October by project stakeholders. In interviews with industry and government stakeholders, the idea

of an auction has been well received.

The project has completed a full review of its workplan and made adjustments to improve its focus and more clearly defined priorities.

Problems and Issues: The coffee auction will require approximately 500K USD to implement. UCDA, UCFT and COMTETE plan to approach a number of donors and debt capital sources to secure the required fund by the end of the 4th quarter.

Locating warehouse space for the coffee action is one of the key concerns in the implantation of the coffee auction. The GOU has a large coffee warehouse complex, which is not being used, but it is unclear if this asset will be available to the coffee industry for use as part of the auction system.

Next Steps/ Rolling Work Plan for the Quarter: The primary activities that the coffee sector's staff will focus on in Q4 of 2001 include the following:

- Send coffee sector regulatory changes to Parliament for action, coordinate stakeholder lobbying effort, move government to take action
- Finalize and implement the updated organizational structure of the UCDA
- Identify coffee growing appellations in Uganda and register the appellations as legally recognized geographies (trade marks)
- Design legal structure of the auction (including: corporate charter, articles of incorporation, formation/ makeup of the board, and stock type and ownership)
- Acquire GOU approval for use of the coffee board warehouse by the auction
- Secure financing for auction (grant and/or debt capital)
- Secure commitment from current exporters and consolidators to place a fixed weekly volume of coffee on auction to insure its smooth startup
- Complete design and begin implementation of the coffee demonstration plots in concert with the IDEA Project

B. COTTON SECTOR REPORT

B.1. Planned Activities

Production Level:

- Increase productivity of cotton:
 - Continue implementation of demo plots
 - Continue with development of training materials based around video monitoring of the cotton demonstration plots.
 - Show and explain results of the demonstration plots to farmers
 - Examine input supply situation to farmers
- Research Support:
 - Collect information on research needs & development of an action program
 - Isolation and screening of causative organisms for cotton wilts

Ginning Level:

- Increase gin effectiveness:
 - Audit of gins
- Cotton quality control:
 - Examine the cotton quality monitoring program

Value Adding Level:

- Value addition:
 - Audit of textile mills
 - Continue to push for AGOA participation
 - Develop inventory of potential AGOA firms

Support Level Activities:

- Conduct review of financing at all levels of cotton sector
- Cotton sector information support
 - Develop information needs survey document
 - Survey information needs of farmers, ginnerers, and exporters
- Ensure Effective Coordinative Support
 - Prepare TOR for CDO strategy review

- Review cotton sector association structure

B.2. Completed Activities

During Q3, COMPETE continued implementing the Cotton Advisory Working Group (CAWG) strategy and action plan that identifies the constraints on competitiveness of the sector. The CAWG strategy focuses on increased cotton productivity and production, improved utilization of ginneries and textile mills, increased production of value added products in an effort to benefit from the AGOA legislation and research, and institutional strengthening to support these production thrusts.

The following action items have been implemented:

Production Level:

- *Increase productivity of cotton:* During Q3 the collaborative efforts of the UCGEA/CDO/IDEA/COMPETE groups continued implementation of 1200 demo plots in 10 districts.
- *Development of training materials:* Filming of the cotton demonstration plots for development of training materials started during the quarter and will continue through harvest. The stages filmed so far are land preparation, planting, thinning, cultivation and disease control.
- *Input supply situation:* Information gathering was initiated to understand what presently happens.
- *Research support:*
 - Surveys were distributed to members of the CAWG and about 50% have been returned.
 - A TOR for STTA from a plant pathologist that would assist in the examination of concerns related to an expanding cotton wilt problems was prepared and approved by NARO (SAARI). ACDI/VOCA is actively seeking a person to undertake this assignment.

Ginning Level:

- *Increase gin effectiveness:* Candidates for execution of the work spelled out in the TOR have been identified.
- *Cotton quality control:* TOR has been prepared, and candidates able to execute the work are in the process of being identified.

Value Adding Level:

- *Increase textile mill effectiveness:* Candidates for execution of the work spelled out in the TOR have been identified. Candidates from IESC are prepared to

assist once samples have been provided and examined.

- *Activities Related to AGOA*

- *Status of AGOA:* Appears that all approvals are in place and Uganda is now registered under AGOA.
- *Firm inventory:* We have contracted assistance in preparation of an inventory of textile/garment manufacturers. The report is under review and a booklet will be issued soon.

Support Level Activities:

- *Review of cotton sector financial support:* Candidates for execution of the work spelled out in the TOR have been identified. SPEED is participating in the support of this assignment.
- *Information support:* During the quarter a sector wide survey form was prepared. In addition a team from within the CAWG traveled to Tanzania to gain a full appreciation for the organization and management of the Tanzanian cotton sector.
- *Ensure effective coordinative support:* Discussions concerning coordinative support for the sector and association development were initiated.

Problems and issues:

- Securing commitments from other USAID and donor projects is difficult due to the fact that implementing organizations must get approval for adding or modifying their own work plans.
- Cluster organization and integration continues to be a challenge, and via the Cotton Advisory Working Group (CAWG) we hope to build greater coordination between cluster players at different levels.
- Action plans determined to be essential by our CAWG often are frustrated by the fact that they depend on financial support from sources outside their direct control.
- Establishing a full effective relationship with stakeholders in the industry is sometimes frustrated by the fact that the project's support for them does not address their immediate financial requirements.
- Training materials planned for the sector will be delayed and refocused to ensure that the materials are environmentally sensitive.
- Because cotton is an annual crop and our initiatives are only beginning it will be difficult to see impacts that result from these initiatives within the life of the project. Also, it inhibits some long term planning.

Next Steps/Rolling Work Plan for the Quarter:

- Ensure with IDEA that farmers are taken to see the cotton demo plots; i.e.,

organize farmer field days in selected Parishes to show farmers practices (planting, seeding, cultivation, harvesting, etc) at all levels.

- Assist in helping to ensuring cotton quality by focusing on improved handling, storage and distribution between farm and gin.
- Complete video monitoring of demo plots and make remaining shootings at appropriate times throughout the remainder of the cotton-growing season.
- Analyze gathered inputs and develop ideas concerning an on-going research strategy for the sector, which includes the private and public role.
- Develop crop budgets that compare the results of traditional Vs advanced technical production practices.
- Begin discussions with CDO, UIA, and farmers methods for increasing farm size (block farming, integrating existing agricultural land holdings).
- Prepare the Pesticide Evaluation Report and Safe Use Action Plan, which will be required to go to farmers with the video training materials. Need to be sure environmental awareness of farmers is raised.
- With the research survey information obtained from CAWG members prepare an action oriented research plan. Encourage its implementation.
- Prepare baseline document in collaboration with SPEED on financing of the cotton sector, and develop a finance strategy for the sector that will ensure trade needs.
- Obtain STTA assistance to carry out a technical audit of gins. The SOW has been prepared, and consultants identified by COMPETE. Now it is necessary to get the person on the job and SPEED has agreed.
- Obtain STTA assistance to carry out an examination that will provide an understanding of the practices used to ensure cotton quality, and where necessary suggest improvements. The SOW has been prepared, and some consultants identified.
- Prepare document on the trip to Tanzania by members of the CAWG.
- Obtain STTA assistance to carry out a technical audit of the textile mills. The SOW has been prepared, and the consultants identified by IESC. (Review & refocus the SOW in view of Greenwood report)
- Continue to push for participation by garment manufacturers so as to ensure that firms are aware of the opportunities under AGOA. Assist in making industry aware of the standards that must be met by products exported via AGOA.
- Finalize the booklet that will show the inventory of firms and products in the textile and garment sector, which may meet AGOA market opportunity.
- Assist in helping to bring together Ugandan and US firms to take advantage of AGOA.

- Modify and implement the information needs survey to gain greater insight for development of warehouse receipt system, risk management procedures, and industry communication.
- Prepare the appropriate SOW for the internal strategy review of CDO together with industry players.
- Inventory existing cotton sector associations, identify needs of these associations, and develop programs for organizing and developing new associations.

C. FISHERIES SECTOR REPORT

C.1. Planned Activities

- Improve production value of existing harvest
- Conduct Reproductive biology and hatcheries trials
- In lake net cage trials
- Monitoring and Modeling
- Sector Working Group meeting
- Facilitate finance and credit facilities
- Support New Fisheries Management Plan
- Improve the infrastructure of the sector

C.2. Completed Activities

Improve production value of existing harvest: Mr. Ram Avasarala, a Marketing Consultant on value added fish products in the European markets, was in Uganda over a period of 8 (eight) days to evaluate the existing market potential and capacity of Uganda processors. He evaluated the current levels of processing, packaging, and airfreighting finished products to the European market. He visited six fish processing factories, the cold storage facilities at Entebbe for handling fish exports and one fish-landing site. He presented his findings at a Special Sector Workshop on the feasibility of fish exporters in meeting existing market demands in Europe.

Conduct Reproductive Biology and Hatcheries trials: The COMPETE team met with the Commissioner for Fisheries on two occasions to develop synergy between the Project and the future plans of the Fisheries Department. Discussions were also held with officials of the Department of Zoology, Makerere University regarding the setting up of aquaculture trials.

In lake net cage trials: Consultations were made with serious investors and

site visits were made to possible locations. Limited data was obtained on fish breeding and Biology of the Nile Perch. The team visited possible net cage sites for rearing fish along the Victoria Nile in Kamuli District.

Monitoring and Modeling fish Cages: This activity is a follow up on the in-lake cage trials. COMPETE identified a consultant who is being recruited to work out the monitoring scheme that will assure the stake holders that net cage fish farming is environment friendly. The same consultant will also develop suitable net cage models.

Sector Working Group: A meeting was held to discuss the progress of the Sector activities and to review the modified program.

Facilitate Finance and Credit Facilities: To facilitate finance and availability of credit to the sector, COMPETE collaborated with members of the Business Development Services unit of the SPEED Project.

Support New Fisheries Management Plan: COMPETE provided support to the Fisheries Resource Department in facilitating a workshop to redraft aquaculture regulations under the new fisheries management plan.

Infrastructure improvement and access to information: In conjunction with the SPEED Project, COMPETE participated in planning improvement of landing sites to facilitate exports to EU Market. A survey was conducted at selected fish landings on Lake Victoria, to determine the information needs of fisher folk to service the exports of the fisheries sector.

Results:

- Marketing Specialist on value added products identified potential for diversified high value products by better utilization of the current by-products such as trimmings from fish processing plants .The utilization of the whole fish was explored for processing special products like nuggets, brochettes, loins, fish sausages and cocktail fish balls for the European market.
- The meetings with The Commissioner for Fisheries are a continuous process of keeping him briefed on activities of the project. COMPETE was also able to obtain his cooperation to utilize the aquarium tanks at the Fisheries Resource Department premises for the initial growth studies of Nile Tilapia and Nile Perch. COMPETE rehabilitated the tanks and redesigned the water flow system and the backup electrical layout.
- Nile Tilapia and Nile Perch fry and fingerlings were introduced into the aquarium tanks on trial basis.
- The net cage trial program commenced with the identification of the possible locations of sites along the Victoria Nile between the Owen Falls dam and Lake Kyoga. All sites chosen were entirely within Ugandan

borders due to the objections made by Tanzania and Kenya in developing trials in Lake Victoria which is shared by all three countries. Private Sector participation in the trials was assured through close collaboration and visits and discussion with the three investors identified earlier. Contacts were made with two additional likely investors.

- Negotiations continued with official of the Zoology Department, Makerere University to use students and supervisors to carry out the trials in the aquarium tanks. A memorandum of understanding has been drafted.
- The Sector Working Group approved the activity work plans for July to September and beyond to the 4th quarter. The Group also discussed with the Marketing Consultant the need for Ugandan fish products to be promoted for the export market using an image of originality.
- Messrs Impact Associates a Consultant group presented preliminary results of a survey of the information needs of the sector.
- Final draft of the Aquaculture Regulations was prepared for enacting into law.
- There was close collaboration between COMPETE and SPEED in identifying areas of investment in fish farming.
- In a collaborative spirit the personnel of COMPETE and SPEED identified fish landing sites to develop feasibility studies for improvement of infrastructure and identification of possible donors for actual investment in infrastructure.

Problems and/or Issues:

- To determine the specifications of the required value added products and identify the capability of Uganda fish processing industry to meet those requirements.
- The objections raised by Kenyan and Tanzanian authorities to fish cage farming in Lake Victoria. This has partly been solved through continuous briefing of the Commissioner for Fisheries especially with the location of the preliminary fish trials at the Fisheries Resource Departmental premises. This issue will be handled after COMPETE achieves success in the trials that will be conducted in Ugandan waters outside the boundaries of Lake Victoria.
- Developing a marketing platform to promote the purity of the Nile Perch and give it ethnicity and originality as proposed by the Consultant.
- Finalizing of negotiations with officials of the Zoology Department of Makerere University and executing a Memorandum of Understanding so that the trials can be conducted.
- Identification of suitable feeds for the captive rearing of Nile Perch and

Nile Tilapia.

- Encouraging investment in packaging industry to promote the packaging of new value added fish products that are to be launched on the market.
- Supporting of the drafting and /or revision of the law to provide guarantees of tenure or the ownership of the net cages of individual farmers.
- To ensure that environmental risks are at a minimum with regard to net cage trials.
- The problem of getting down the identified Consultants due to the present difficulties of travel.

Next Steps/Rolling Work Plan for the Quarter:

Identify the specific markets for value added products in at least 4 European countries including the potential for Nile Perch skins. Thereafter formulate a diversified product base in association with suitable fish processing plants.

- Develop balanced marketing platform with concepts of purity and originality of fish products.
- Sign MOU with Makerere University on the Fisheries Biology studies of the Nile Perch and Nile Tilapia to provide a baseline for net cage farming.
- Promote mitigation measures on environment effects of net cage technology so as to alleviate the doubts and reservations, if any, of the neighboring states.
- Formulate artificial feeds for rearing of Nile Perch and Nile Tilapia.
- Model fish cages.
- Monitor rearing of Nile Perch in experimental tanks.
- Prepare new fish based products.
- Carry out an environment assessment of fish cage farming.
- Continue collaborations with fish processing industry, the Fisheries Resource Department, the National Environment Management Authority (NEMA), the fisher folk, SPEED, and other stakeholders.
- Collaborate with SPEED in sourcing finances for studies and development in aquaculture and landing sites.
- Continue close collaboration with the Commissioner for Fisheries on breeding trials.

D. COMMUNICATION AND PUBLIC RELATIONS SECTOR REPORT

D.1. Planned Activities

- Develop a Strategy for Public Information on Export Competitiveness (SPIEC)
- Recruit and select a Coordinator of Communications and Public Relations
- Prepare a plan for the President's Conference
- Initiate a Uganda Competes media campaign
- Develop a plan to train 100 communicators on principles of export competitiveness:
- Develop a plan to create a national radio network programming on export competitiveness

D.2. Completed Activities

Developed a Strategy for Public Information on Export Competitiveness (SPIEC): In the process of developing the strategy, both internal and external consultations were made with key individuals and organizations and these included:

- Sector Coordinators and Working Groups members in cotton, coffee, fish and ICT.
- Central Broadcasting Service (CBS) and FIT Uganda (founders of a national radio network).
- WBS and Channel Television Stations for input on television as a medium of communication.
- The Monitor Group and the New Vision media houses in representation of the print media.
- Professional individuals in the Media Industry such as the Public Affairs Officer of the US Embassy in Kampala and Mr. Vincent Musubire a Lecturer of media studies at Makerere University and Uganda Management Institute.
- The Executive Managers of Uganda Investment Authority and Private Sector Foundation among the project's key partners.
- Mr. Patrick Rader at the USAID office contributed to the discussions made on the draft strategy document.

An Advisory Group was formulated to oversee the implementation of the SPIEC program activities and the group constitutes the following members: (1) Ms Mary Jeffers, US Embassy Kampala (2) Mr Enoth Mbeine, FIT Uganda (3) Mr. Robert Kintu, FIT Uganda (4) Mr. Abey Lule, Uganda Business Journalists' Forum (5) Mr. Vincent Musubire, Musubires' LEAP 2000 (6) Mr. Odrek Rwabogo, TERP Consult, and (7) Mr Tharun Patnaik, Channel Television. Three meetings have

since been held which focused on reviewing the draft SPIEC strategy document, the President's Conference program and the proposed Q3 program activities.

Recruited and selected a Coordinator of Communications and Public Relations: Ms. Susan Bingi is the new Coordinator who commenced work as from 1st August 2001.

Prepared a plan for the President's Conference: A Conference Organizing Committee (COC) was constituted with executive membership from: Private Sector Foundation; Uganda Investment Authority; Uganda Export Promotion Board; USAID; and Ministry of Finance, Planning and Economic Development. Three COC meetings were held and these focused on the review of the conference agenda and development of the invitees list. A conference-organizing firm was identified and selected. These made a presentation to the COC on their proposed action plan.

A conference agenda consisting of plenary & discussion sessions, speakers, moderators, resource persons, special Conference events, dinners, receptions and support materials was prepared.

A Critical Path Analysis of organizing activities was prepared for the organization of the President's Conference.

Initiated a 'Uganda Competes' media campaign: A public relations firm was selected with the aim of coordinating the media campaign before, during and after the conference. Target audiences and appropriate media channels were determined and these are reflected in the SPIEC strategy document. The process of developing campaign themes and content has begun.

A workshop to inform business journalists on the activities of the project was conducted jointly with the Uganda Business Journalists Forum (UBJF) in July that attracted 25 journalists, Sector Working Group members and the executive managers of UIA, CDO and SPEED.

Special media features that focused on public awareness run in the Monitor Newspaper (July 28th, August 2nd and August 16th 2001) and also on the 'Business Outlook' Program of Channel Television on the dates of 7th and 14th August 2001.

Developed a plan to train 150 communicators on principles of competitiveness: A firm was interviewed, selected and terms of reference provided to develop and teach the curriculum. The process of research on the content for the export competitiveness curriculum has been started.

Developed a plan to create a national radio network programming on export competitiveness: Interviewed, selected and developed terms of reference for a firm to develop and implement a national FM radio programming. A survey on the information needs of farmers and fisherfolk has begun,

spearheaded by the ICT Sector and findings from the survey will be used to determine the content for the radio programming.

Other activities undertaken: Re-sequenced all SPIEC activities following the postponement of President's Conference.

Problems and Issues: Uncertainty regarding availability of funds to implement proposed SPIEC activities has delayed finalization of contracts and commencement of work/services.

The significantly increased vision/scope of work for the President's Conference has required constant rescheduling and reprioritizing of work activities.

Terrorist attacks at US sites forced postponement of President's Conference

Next Steps/Rolling Work Plan for Next Quarter: The SPIEC goal under the COMPETE Project is to stimulate a national debate on competitiveness, with the President's Conference on Poverty Alleviation Through Export Competitiveness as its focal point. However, because the current international terrorism crisis poses danger for air travel and gatherings of high level officials, the President's Conference has been postponed to the tentative dates of February 15 & 16, 2002. As a result, SPIEC's 6-month future activity strategy has been re-sequenced. The new sequence of activities positions the President's Conference as the peak event in an ongoing public information campaign that includes national FM radio programming, video filming, television and print media coverage, and export competitiveness curriculum development and training for journalists and other communicators.

Accordingly, the principal elements of the UGANDA COMPETES public information campaign in the next 3 months will be as follows:

- Embark on a 'Uganda Competes' media campaign
- Implement a Parliamentary Workshop on Export Competitiveness
- Develop a curriculum and train communicators on export competitiveness
- Create radio programming on export competitiveness
- Facilitate the creation of television programming on export competitiveness

E. INFORMATION AND COMMUNICATIONS TECHNOLOGY (ICT) SECTOR REPORT

E.1. Planned Activities

- Develop ICT cross cutting strategy and action plan
 - Develop draft strategy and pilot concepts for review by working groups
 - Develop action plan based on working group input
 - Determine mechanism for ICT sector participation in COMPETE (as sub-working group or as members of each sector working group)
 - Identify ICT sector participants and solicit interest in participating in COMPETE
- Develop WMIS pilot
 - Conduct feasibility study for WMIS and develop pilot framework
 - Research existing price/market information services
 - Conduct information and communications needs assessment

E.2. Completed Activities

Develop ICT crosscutting strategy and action plan. The draft ICT strategy was completed and reviewed by the fisheries sector working group. Due to schedule changes at the end of July, however, the plan has not been reviewed formally by the cotton or coffee sector working groups. The draft ICT strategy was presented to the Presidential Task Force and the Uganda Business Journalists Forum.

An action plan was developed, based on the draft ICT strategy, including:

- Incorporation of ICT sector representatives as members of the standing working groups, recognizing the critical role of the ICT sector as a supporting industry for increasing competitiveness
- Development and implementation of the WMIS, and
- Further investigation of the barcode/quality seal concept.

Develop WMIS pilot. In July, the technical and data requirements for a WMIS pilot were developed and proposed pilot sites recommended in each sector. The fisheries sector was recommended as the most promising pilot sector, due to:

- Relatively higher incomes due to high prices for Nile Perch
- Familiarity and use of mobile phones in the sector
- Existing network and distribution coverage by at least two of the cellular

service providers

- Expressed interest in price information among stakeholders
- Support of the Fisheries Working Group
- Complementarities with SPEED, which has targeted the fisheries sector

Questionnaires were developed for assessing the information and communications needs in the cotton, coffee, and fisheries sectors, and a contract let to conduct the fisheries survey in August.

Results

- During the fisheries working group meeting held in August, Impact Associates, COMPETE's local partner for ICT activities, presented the draft ICT strategy and WMIS concepts to the working group for discussion. As a result, substantial buyin was generated and we expect active participation and cooperation of various stakeholders in the pilot, which will enhance its effectiveness. The question of tracking and quality control using barcode technology was also discussed, prompting support for activity in that area.
- As a result of the presentation to the Task Force, Kenneth Mugambe expressed interest in COMPETE's participation on a newly formed GOU ICT working group.
- Discussions with Celtel and MTN have been extremely productive, with each actively participating in the development of the overall concept, as well as developing their own strategies for leveraging the pilot. UTL Mango has shown less enthusiasm for the concept, but we will continue to include them in all activities to ensure a level playing field.
- A survey of the information and communications needs in the fisheries sector was conducted in August and the analysis is now being completed. Initial results indicate that the assumptions upon which WMIS are based are valid.

Problems and Issues

WMIS Pilot. The implementation of the WMIS pilot was delayed by the events of September 11, due to canceled travel. This pushes the implementation phase to approximately Jan-Feb (1st Quarter 2002), which may mean we will have some results from the pilot to present at the national conference. We also may consider launching it at the conference. One caveat is that implications of the post 9/11 global economy for the Ugandan fisheries and ICT sectors are not yet clear, and may have an impact on the viability of WMIS. The concern is that the possibility of falling exports and thus incomes at the producer level could dampened demand as expressed in the August survey.

Barcode/Quality Pilot. Due to budget constraints and limited LOE for ICT, the 4th quarter plan to begin to develop a pilot for an e-commerce concept using bar code technology to track products along the supply chain has been eliminated. Regardless, the fisheries working group expressed strong interest in the concept and COMPETE is identifying alternative resources for addressing the issue.

Next Steps (4th Quarter)

- **Finalize ICT strategy**
- **Finalize WMIS design and implementation with stakeholders**
 - Using results of survey, finalize details of pilot with stakeholders, including SPEED
 - Finalize SOW and budget for content provider
 - Negotiate agreements with participating cell phone companies
 - Negotiate agreements with participating MFIs
 - Procure content provider and begin development of price information database
 - Negotiate agreements with sector associations (fisheries)
 - Coordinate with UCC and donors to identify synergies
 - Coordinate marketing with public outreach efforts (radio)
 - Finalize indicators and evaluation plan
- *National Competitiveness Conference.* Work with conference team to plan ICT component of the national conference.

IV. APPENDIX: ROLLING WORK PLANS

Quarter 4, 2001

Uganda COMPETE

Sector: Coffee

Period: 4th Quarter, October - December 2001

Action Plan Implementation	Key Partners	Oct	Nov	Dec
Strengthen Institutions				
Restructuring Workshop with UCDA & COMPETE	UCDA			
UCDA implements workshop results	UCDA			
Regulatory Reform				
Regulatory reform final comments	CAWG/UCTF			
Proposed regulatory changes sent to Parliament	CAWG/UCTF			
Coffee Working Group/ COMPETE lobby Parliament	CAWG/UCTF			
Enhanced Productivity				
Sound environmental production practices designed	CORI/ICRAF			
IDEA Project demonstration coordinators trained	CORI/ IDEA			
Demonstration plots established/ farmers trained	CORI/ IDEA			
Shade grown, bird friendly baseline field research	UWA/ CORI			
Start Smithsonian MBC-SG/BF certification design	SMBC/UCDA			
Market Development				
Auction business plan submitted to stakeholders	CAWG			
Final comments from stakeholders on business plan	CAWG			
Legal structure of auction developed	SPEED			
Auction board of directors identified	CAWG			
UCDA signs secures lease with auction for warehouse	UCDA			
Secure commitment for auction volumes by exporters	CAWG			
Auction presentation to donors and credit providers	CAWG			

Key to Acronyms

- CORI -Coffee Research Institute
- CAWG- Coffee Advisory Working Group
- ICRAF -International Centre for Research in Agroforestry
- IDEA -Investment in Developing Export Agriculture
- SMBC -Smithsonian Migratory Bird Centre
- SPEED -Support for Enterprise Expansion and Development
- UCDA -Uganda Coffee Development Authority
- UCTF -Uganda Coffee Trade Federation
- UWA -Uganda Wildlife Authority

Uganda COMPETE

Sector: COTTON

Period: 4rd Quarter, October-December 2001

Action Plan Implementation	Key Partners	OCT	NOV	DEC
PRODUCTION LEVEL				
Objective 1: Increase Productivity (Prepare Demo Plots):				
Identify target farmers in each Parish & the plots				
Identify district (DC) and site coordinators (SC)				
Establish the proper design layout for demo plots				
Organize proper input package for each demo plot				
Show SC's how to plant the demonstration plot				
SC's plant demonstration plots				
Train site coordinators for farmer training				
Land Preparation				
Planting (seed bed prep, seeding, fertilization, etc.)				
Weed control				
Pesticide control (spraying)				
Harvest & On Farm Post Harvest Handling				
Prepare the training materials(Film, Photo, Data, etc.)	Media Plus			
Invite farmers to demonstration field days (off season training)	IDEA, CDO			
Show farmers the impact of results on their cash returns				
Objective 2: Increase Productivity (Provide Farmer Access to Inputs):				
Ready & Provide seed to farmers				
Identify and establish input distribution points	IDEA, CDO			
Distribute inputs to sale points where farmers can access them				
Seed Distribution by CDO				
Inputs by Commercial Agro Input Suppliers				
Establish supplier credit terms with input suppliers				
Find out how ATAIN program operates	IDEA			
Get IDEA & other projects in Input distribution arrangement				
Site coordinators train distributors & monitor use of inputs				
Suppliers monitor payment for inputs				
Prepare Environmental Pesticide Report & Safe Use Action Plans	IDEA			
Objective 3: Increase Productivity (Ensure Cotton Research Program):				
Develop desired research agenda/needs	NARO			
Identify an action program to pursue in meeting research needs				
Delineate the private/government role for research				
Determine the NARO activities and expected role	NARO			
Determine the private sector support for NARO research				
Implement research program	NARO			

Uganda COMPETE

Sector: COTTON

Period: 4rd Quarter, October- December 2001 cont'd

Action Plan Implementation	Key Partners	OCT	NOV	DEC
PRODUCTION LEVEL (cont.):				
Objective 10: Promote Value Adding Activities:				
Obtain or prepare a baseline document for the value adding sector				
Inventory the firms and products produced by the sector				
Prepare a list of identified value adding opportunities				
Prepare prefeasibility for target value adding opportunities	UIA			
Identify a list of target investors for value adding opportunities	UIA			
Promote value adding opportunities to targeted investor groups				
Support Activities:				
Objective 11: Identify & Improve Financing for all levels of the Industry				
Prepare baseline memo on financing of the cotton sector	SPEED			
Investigate supplier credits				
Investigate local financing for capital & fixed investments				
Investigate financing from international development banks				
Investigate financing from donor programs for agriculture				
Investigate opportunity for loan guarantees, from govt.				
Investigate buyer credits				
STTA for developing a finance strategy for the industry				
Objective 12: Establish Technical and Market Information Service				
Determine what stakeholders need for information				
Design an information system for the stakeholders				
Implement the designed system				
Prepare for and Implement a National Cotton Conference				
Objective 13: Ensure Effective Coordinative Support for the Industry				
Continue CDO in the regulatory and coordination role				
Conduct CDO strategy review				
Establish an Industry Working Group for COMPETE project				
Review the industry association structure to determine strengthening needs				
National Level				
Regional Level				
District Level				
Farmer local associations				
Maintain liaison with Task Force on Competitiveness				

Uganda COMPETE

Sector: FISHERIES

4rd Quarter, October - December 2001

Project Management Activities	Key Partners	OCT	NOV	DEC
Planning Strategy				
Consultations with industry stakeholders				
Share ideas regarding competitiveness of the sector				
Review progrss with UFPEA, Individual Producers				
Meet and discuss observations with USAID				
Share Ideas With Connected Institutions				
Brief relevant government agencies on fisheries sector				
Brief fisheries Commissioner on COMPETE project				
Meet with SPEED. ACIDI/VOCA/other related institutions				
Prepare Selected Documents				
Prepare fisheries action plan				
Prepare 3rd quarter report				
Prepare 3 month rolling work plan				
Preparing Strategies for Presidential Conference				
Revisit SWOT & competitive diamond analysis				
Prepare documentation for Conference				
Organizational Work				
Development of fisheries strategy				
Meetings with fisheries working group				
Hire International Fisheries Consultant on Value added products				
Implemntation of fishies srategy				
Conferences and Workshops				
Competitive Forum for Uganda Business Journalists				
Organise processor Added Value Workshop				
Action Plan Implementation				
Improve Production Value of Existing Harvest				
Attend European Seafood and Fisheries Exposition				
Make contact with European distributorsby VA consultant				
Follow up on European expo contacts by VA Consultant				
Value added product trials				
Reproductive Biology, Hatcheries Trials				
Initiate feasibility study of Nile Perch breeding and fish culture				
Finalize budget for hatchery and production trials				
Inlake Net Cage Trials				
Finalize agreements with private sector partners				
Initiate cost and feasibility study of net cage fish culture				
Request for bids for net cage trials				
Finalize budget for net cage production trials				
Monitoring & Modeling				
Locate net cage modeling consultant				

Uganda COMPETE

Sector: FISHERIES

Period: 4th Quarter, Oct - December 2001

Project Management Activities	Responsible	OCT	NOV	DEC
Planning Strategy				
Consultations with industry stakeholders				
Share ideas regarding competitiveness of the sector				
Consultations with UFPEA, individual producers				
Meet and discuss observations with USAID				
Share Ideas with Connected Institutions				
Brief relevant government agencies on progress				
Brief fisheries Commissioner on COMPETE project				
Meet with SPEED, ACIDI/VOCA/other related institutions				
Prepare Selected Documents				
Prepare Fisheries Action Plan				
Prepare condensed version of report				
Prepare 3 month rolling work plan				
Develop action plan for 2002				
Actualize action plan				
Strategies on Presidential Conference on Competitiveness				
Revisit SWOT & competitive diamond analysis				
Brief fisheries commissioner on COMPETE project				
Prepare documentation for Conference				
Organizational Work				
Development of fisheries strategy				
Meetings with fisheries working group				
Hire fisheries consultants-fish feeds,net cage monitoring,modeling				
Implementation of fisheries strategy				
Modify action plan agreed to by working group				
Conferences/Meetings				
Arrange for Ugandan space at Boston and European Expos				
Presidential Conference on Competitiveness				
COMPETE/SPEED Planning Meeting				
ISO 9000 planning workshop				
Organize processors value added workshop				
Add valueWorkshop				
Action Plan Implementation				
Improve Production Value of Existing Harvest				
Attend European Seafood and Fisheries Exposition				
Make contact with European distributors				
Follow up on European expo contacts				
Develop new value added product ideas				
Visit of culinary expert				
Visit of European supermarket expert				
Value added product trials				
Alternative product development, fishballs etc.				
Value added product, market trials				
Reproductive Biology, Hatcheries Trials				
Finalize agreements with private sector partners				
Feasibility study of Nile Perch breeding and fish culture				
Request for bids on breeding and reproductive biology				
Finalize budget for hatchery and production trials				
Award bid for reproductive biology and hatchery trials				
Establish the proper design layout for Hatchery Trials				
Activate hatchery location				
Accumulate brood stock				
Stock hatching tanks, begin reproductive trials				
Hatching trials				
Review results from hatching trials				
Modify hatching trials				

Uganda COMPETE

Sector: FISHERIES

Period: 4th Quarter, Oct - December 2001 cont'd

Project Management Activities	Responsible	Oct	Nov	Dec
Inlake Net Cage Trials				
Finalize agreements with private sector partners				
Initiate cost and feasibility study of net cage fish culture				
Request for bids for net cage trials				
Finalize budget for net cage production trials				
Award bid to net cage technician				
Finalize net cage production design				
Environment assessment Net Cage Experiments				
Construct net cages from local materials				
Accumulate Nile Perch fingerlings				
Stock first net cage trials				
Net cage trials				
Review results of net cage trials				
Modify net cage trials				
Develop procedures manual for the Culture of Nile Perch				
Monitoring & Modeling				
Identify an action plan for environmental monitoring				
Develop monitoring indicators in consultation with NEMA				
Locate net cage modeling consultant				
Develop modeling plan				
Finalize budget for net cage modeling				
Initiate modeling program				
Review modeling plan, NEMA, net cage experiments				
Monitor net cage trials				
Review results of monitoring				
Enter data into model				
Facilitate Finance and Credit Facilities				
Investigate net cage development funding				
Investigate funding for carrying capacity studies of net cages				
Investigate funding for ISO 9000 implementation				
Investigate financing for fisher folk				
Investigate opportunities for loan guarantees				
Support New Fisheries Management Plan				
Determine information needs of fisher folk and processors				
Design an information system for fisherfolk and processors				
Determine support for fisheries authority				
Improve the Infrastructure of the Sector				
Investigate island landing site model				
Investigate alternate landing site locations				
Design cost effective boat				

Uganda COMPETE

Unit: Communications and Public Relations
Period: 4th Quarter, October - December 2001

Action Plan Implementation	Key Partners	Oct	Nov	Dec
UGANDA CAN COMPETE media campaign				
Finalize contractual agreement with media & PR firm	TERP Consult LTD			
Develop themes and content for campaign	TERP, FIT, LEAP			
Develop campaign theme song & related radio jingles	TERP & FIT			
Implement media campaign activities	TERP Consult LTD			
Conduct the UBJF Seminar series	TERP & UBJF			
Develop filming to fold into the campaign	TERP Consult LTD			
Solicit sponsorship for airing of radio & TV programs	TERP Consult LTD			
Develop visual information materials	TERP Consult LTD			
Parliamentary Workshop on Export Competitiveness				
Plan and organise for workshop	UIA			
Implement Workshop	UIA, TERP			
Curriculum development and training of 150 communicators				
Finalize contractual agreement with educational firm	Musubire's LEAP			
Develop a curriculum on competitiveness topics	Musubire's LEAP			
Select participants for training-of-trainers	Musubire's LEAP			
Implement training-of-trainers course	Musubire's LEAP			
Implement nationwide training of communicators	Musubire's LEAP			
Radio programming on export competitiveness				
Finalize contractual agreement for FM radio programming	FIT Uganda Ltd.			
Analysis of sector info. needs to determine content	FIT Uganda Ltd.			
Develop Demo tapes for each sector	FIT Uganda Ltd.			
Commence airing of the programs	TERP & FIT			
Television programming on export competitiveness				
Select subject matter for initial programming	CTV, WBS, UTV			
Gather needed content from sector Working Groups	CTV, WBS, UTV			
Commence airing of the programs	TV stations & TERP			
President's Conference				
Finalize contractual agreement with conference org.	Global Evts. Mgt.			
Convene Conference organizing Committee meeting				
Finalize agenda and confirm all presenters	Conf. Org. Com.			
Provide instructions to all presenters				
Finalize invitation list	Global Evts. Mgt.			

Uganda COMPETE

Sector: ICT

Period: 3rd Quarter, Jul-Sep 2001

Activities and Tasks	Key Partners	3rd Quarter		
		JUL	AUG	SEP
Develop ICT cross cutting strategy and action plan	Ciepiela, WGs			
Develop draft strategy for review by working groups				
Develop concepts for pilot initiatives for discussion by working groups				
Conduct working group sessions to obtain feedback on action plan and pilots				
Revise strategy and action plan				
Presentation for <i>National Competitiveness Conference</i>				
Participate in GOU ICT working group				
Engage ICT sector in working groups	Ciepiela, Kyerere			
Identify ICT sector participants				
Invite ICT participants to sector working group meetings (<i>ad hoc</i>)				
Identify core group of ICT sector representatives to serve as ICT advisory group				
Invite ICT advisory group to participate in <i>National Competitiveness Conference</i>	Bingi			
Wireless Market Information System Pilot	Ciepiela			
Conduct feasibility study and develop project framework	Tetelman			
Develop technology related questions for survey instrument to collect data about information needs in each sector				
Work with cell companies to identify samples in sector communities				
Develop technical specifications for a pilot project				
Develop financial specifications for a pilot project				
Identify proposed pilot locations				
Review pilot framework with working group				
Research existing price/market information services	Kyerere			
Identify and evaluate existing services				
Identify potential content providers				
Develop information specifications (sources, language, collection, formats, etc.)				
Develop budget specifications for content development				
Conduct information needs assessments/demand survey in fisheries sector	Kyerere			
Develop questionnaire, sample and methodology				
Conduct survey				
Draft report				
Final report				
Share report with stakeholders and arrange meetings to finalize details of pilot	Lubega			
Using results of survey, design pilot with stakeholders	Tetelman, Kyerere, WGs			
Develop SOW for content provider				
Negotiate agreements with participating cell phone companies				
Negotiate agreements with participating MFIs				
Procure content provider	Lubega			
Negotiate agreements with sector associations				
Coordinate with UCC and donors to identify synergies				
Coordinate marketing with public outreach efforts (radio)	Bingi			
Develop indicators and evaluation plan				
Identify COMPETE project coordinator	Lubega			

Completed 
Planned 
Postponed 

Uganda COMPETE

Sector: ICT

Period: 4th Quarter, Oct-Dec 2001

Activities and Tasks	Key Partners	4th Quarter 2001		
		OCT	NOV	DEC
Develop ICT cross cutting strategy and action plan	Ciepiela, WGs			
Develop draft strategy for review by working groups				
Develop concepts for pilot initiatives for discussion by working groups				
Conduct working group sessions to obtain feedback on action plan and pilots				
Revise strategy and action plan				
Presentation for <i>National Competitiveness Conference</i>				
Participate in GOU ICT working group				
Engage ICT sector in working groups	Ciepiela, Kyerere			
Identify ICT sector participants				
Invite ICT participants to sector working group meetings (<i>ad hoc</i>)				
Identify core group of ICT sector representatives to serve as ICT advisory group				
Invite ICT advisory group to participate in <i>National Competitiveness Conference</i>				
Wireless Market Information System Pilot	Bingi			
Conduct information needs assessments/demand survey in fisheries sector	Ciepiela			
Final report	Kyerere			
Share report with stakeholders and arrange meetings to finalize details of pilot				
Using results of survey, design pilot with stakeholders	Lubega			
Develop SOW for content provider	Ciepiela			
Negotiate agreements with participating cell phone companies				
Negotiate agreements with participating MFIs				
Procure content provider				
Negotiate agreements with sector associations	Lubega			
Coordinate with UCC and donors to identify synergies				
Coordinate marketing with public outreach efforts (radio)				
Develop indicators and evaluation plan	Bingi			
Identify COMPETE project coordinator	Lubega			
Launch pilot				
Develop price information service	Content provider, associations			
Train trainers in SMS	COMPETE?			
Test WMIS	Content Provider cell companies			
Market WMIS	Cell companies, COMPETE, MFIs, associations			
Sign up subscribers	Cell companies			
Develop and deliver WMIS through cellphone SMS platform	Cell companies			
Sell and distribute cell phones and service	Cell companies			
Provide micro loans to eligible subscribers in target communities	MFIs			
Conduct impact assessment	COMPETE			
Determine lessons learned and rollout options	COMPETE ICT working group			
Barcode/Quality Pilot				
Develop pilot framework	Ciepiela, team leaders			
Identify sector opportunities (based on existing quality programs)	Nuebert, Kaelin			
Identify buyer(s) for pilot product	Tesco			
Identify product, quality, packaging, environmental and other specifications for certification program (e.g., HACCP, EU, National Management Plan priorities)	COMPETE			
Identify association partners and host for website	COMPETE			
Identify producer groups that can participate	STCP,IDEA,ACDI			
Identify MIS and website developer	COMPETE			
Identify barcode consultant	COMPETE			
Develop indicators and evaluation plan	COMPETE			
Identify COMPETE project coordinator	COMPETE			
Identify and negotiate cooperation with existing donor projects	STCP,IDEA,ACDI			
Review pilot framework with working groups	working groups			

Completed   
Planned   
Postponed   